



A RETROSPECTIVE LOOK BACK, A PROGRESSIVE MOVE FORWARD

Interim Chief Executive Officer Lee May, First Year In Office 2013-2014



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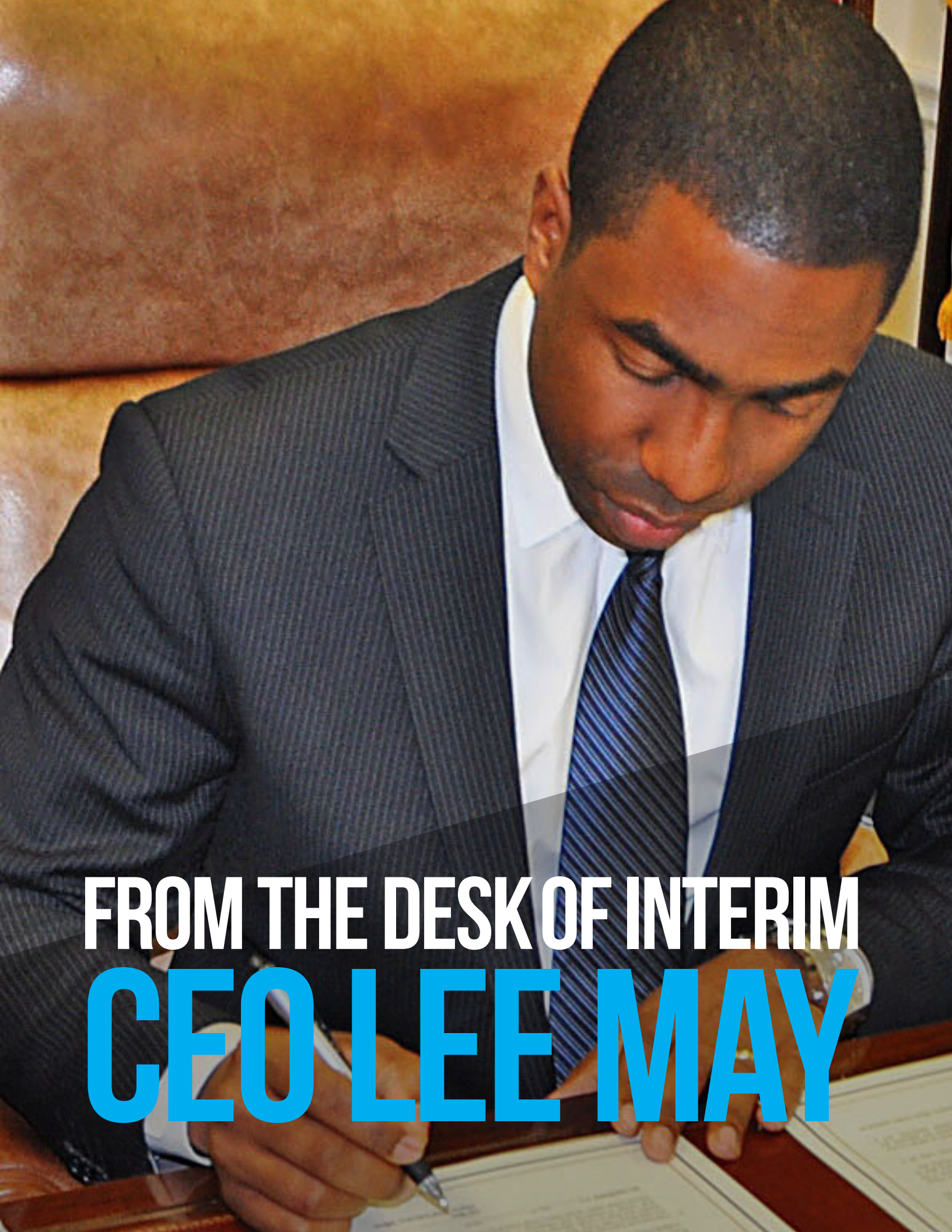
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FROM THE DESK OF INTERIM
CEO LEE MAY



MOVING DEKALB FORWARD...

In July 2013, I took an oath to serve as your Interim CEO. Along with that oath, I made a commitment to work in harmony and unison with all stakeholders to move DeKalb County forward. Over the course of the past year, I have met with business, community, civic and faith leaders, as well as homeowners and county employees. I am working collaboratively with the DeKalb County School System to find shared opportunities. I remain committed to continued engagement with our Board of Commissioners to ensure a balanced budget, astute governance, and efficient delivery of county services.

Much was accomplished in the past year, and I am pleased to share highlights of our progress and plans in the 2013-2014 Community Report.

I heard your concerns about service delivery, public safety, and the county's image. The information in my first year in office Community Report highlights the strategic actions I am taking to enhance public safety, provide efficient service, improve customer service, and restore the county's image. The past is behind us. Together, we as a county are looking forward and working towards a better DeKalb.

We face many challenges. However, our administration remains positive and steadfast as we work hard to improve county operations, provide services, and restore the public's trust in DeKalb County Government. We are implementing creative solutions and taking care of long-standing issues. As we move forward, we have a substantial amount of work to do. I welcome you, our greatest champions, to stay engaged, hold us accountable, and provide feedback on how we can better serve our community.

Yours in service,

Lee May

PUBLIC SAFETY

As Interim CEO, I have made public safety a top priority. Public Safety consists of Police, Fire, e-911 emergency dispatch, the DeKalb Emergency Management Agency and the Medical Examiner's office. Stakeholders expect and deserve safe streets and communities through uniformed presence, responsiveness, community awareness and outreach.

INTRODUCED PUBLIC SAFETY STRATEGIC PLAN

3

Year Plan To
Increase Sworn
Police by 480 and
Firefighters
by 300

140

Sworn police
officers on the
job in the first
six months of
2014

48

Sworn
Firefighters
officers on the
job in the first
six months of
2014



PUBLIC SAFETY STRATEGIC PLAN HIGHLIGHTS

- Created a tuition reimbursement program
- Established a take home vehicle incentive for veteran officers and officers living in DeKalb County
- Established the position of Deputy Chief Operating Officer for Public Safety

POLICE SERVICES

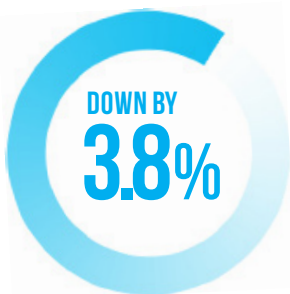
Crime Reduction



**PROPERTY
CRIMES**



**VIOLENT
CRIMES**

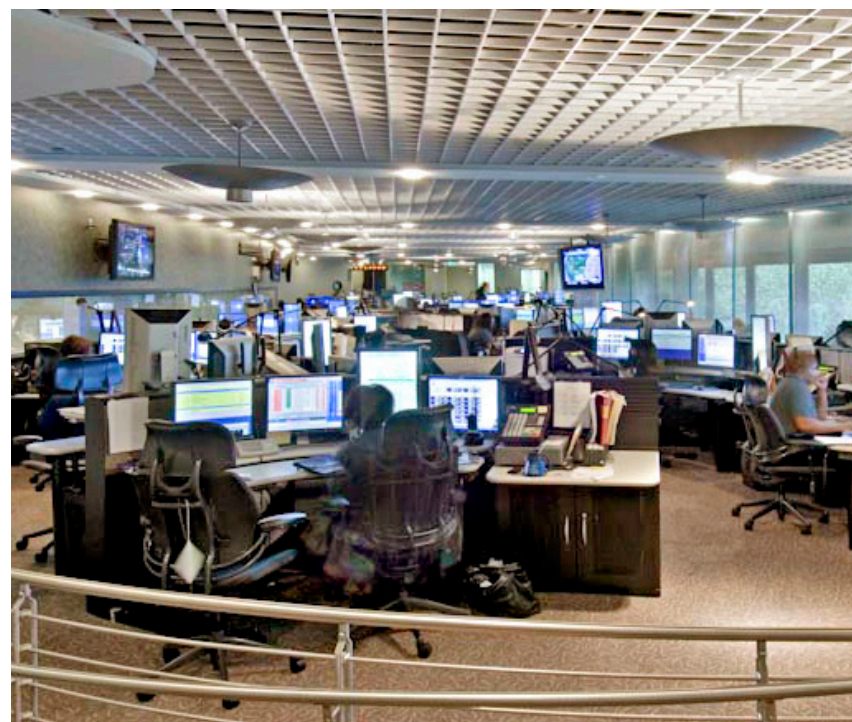


**DECREASE IN SWORN
PERSONNEL ATTRITION
RATE COMPARING
2013 AND 2014
YEAR-TO-DATE**



Restructured Department:

- Named 24-year veteran James W. Conroy as the Acting Police Chief
- Decentralized Criminal Investigation Division creating the Commercial Robbery Unit
- Revamped the Homicide/Assault Unit
- Created Intelligence Led Policing Unit to help identify career criminals while compiling data on these offenders
- Streamlined Internal Affairs Unit to allow detectives to address and investigate citizen complaints in a timelier manner
- Realigned police precincts for better coverage and response time



FIRE SERVICES

26

fire stations strategically located for optimum response near residential & business communities

47

fire rescue emergency response units fully staffed, available 24/7

586

fire rescue personnel in 2013

Services Provided to DeKalb stakeholders include fire suppression, fire investigation, emergency medical services, hazardous material mitigation, canine search and rescue, and plan review and building inspections

Hired three recruit classes in 2014

Added swift water and dive rescue team protecting the lives and property of county residents

Broke Ground on new Avondale Fire Station

NAMED DARNELL

FULLUM as DeKalb

County Fire Chief in

January 2014 after

an extensive national

search



DISASTER RESPONSE



DeKalb County experienced three major events that required a collaborative and unified response from local government and law enforcement officials in protecting the lives and property of county residents. Chief Sue Loeffler was also appointed to the position of Director for DeKalb county Emergency Management, the first woman to hold the position.

MCNAIR SCHOOL SHOOTING 2013

- Emergency response and rescue efforts
- Multi-jurisdictional response
- Hundreds of students safely evacuated, unharmed

SNOW/ICE STORMS 2014

Emergency planning, response and rescue efforts:

2,588
responded police calls

883
responded fire rescue calls

7,781
emergency calls to 9-1-1

2,793
non-emergency calls

INFRASTRUCTURE

DeKalb County is rich in physical infrastructure and as Interim CEO, I have made these assets a priority to ensure a clean, green, safe and healthy community for our citizens. From the pavement to our parks, my administration is determined to improve, enhance, maintain and protect the county's infrastructure assets.



INFRASTRUCTURE

1,074
POTHOLES

Filled and repaired 1,074 potholes during a pothole repair drive campaign "Pothole Palooza"

2,000
MILES

Inspected more than 2,000 miles of roads for possible repairs

130 PARKS
& 6,000 ACRES

Maintained more than 130 parks, 6,000 acres of parkland and open greenspace, playgrounds, tennis courts, pavilions, ball fields and recreational facilities

01 SIDEWALKS

Performed major sidewalk repairs, and constructed major intersection improvement projects and traffic calming measures

02 ONLINE RESERVATION

Implemented convenient online reservation system for citizens to participate in recreational and athletic programs, and reserve facilities

03 SANITATION PILOT PROGRAM

Instituted Sanitation Pilot Program to explore one-day per week garbage collection to become more efficient in sanitation operations

04 PARKS AND RECREATION

Welcomed more than **145,000** patrons to county pools and aquatic centers; Served **197,384** meals during our Summer Food Program at **51** sites throughout the county; Assisted more than **74,500** participants in summer camp programs



SUSTAINABLE NEIGHBORHOODS & COMMUNITIES

- **HIRED** 12 new Code Enforcement Officers to bring the force to 35 Code Enforcement Officers for the county
- **LAUNCHED** Operation Fresh Start, a county beautification program through a unified partnership between Keep DeKalb Beautiful (Sanitation) and Code Compliance (Planning & Sustainability)
- **CONDUCTED** homeowner training to address environmental issues, including green cleaning, sustainable gardening, landscaping, and radon education
- **IMPLEMENTED** Multi-Family Task Force Initiative, a pilot program designed to bring 23 housing complexes into compliance and improve residents' quality of life
- **ESTABLISHED** Gateway/ Interchange Beautification Program
- **INCREASED** acquisition of new, in-demand resources for Library patrons such as e-books
- **CREATED** Vacant Property Registry to monitor vacant properties, support neighborhood stabilization and eliminate blight



DEVELOPMENT

As Interim CEO, my administration has put a renewed focus on Economic Development and job creation. It is my priority to work to increase the County's visibility to attract businesses, support job growth, and enhance our approach to economic development.

ATTRACTED

and retained more than 1300 jobs and investments through economic development incentives and improved relationships with stakeholders

ESTABLISHED

a new Economic Development Agency in collaboration with Development Authority of DeKalb County

COMPLETED

DeKalb's first Economic Development Strategic Plan

ENHANCED

Quality of Life through consolidation of Code Enforcement functions and hiring more enforcement officers to total 35 currently

INCREASED

fight against blight through the newly established Land Bank Authority & Vacant Property Registry

TRAINED

more than 330 DeKalb County residents for the job market

CREATED

Multi-Family Task Force with key stakeholders to enhance quality of life in some of the worst apartments in DeKalb County

INITIATED

business-friendly Permitting Improvement Project and launched Expedited Commercial Plan Review Program



LEADERSHIP

My administration is committed to reorganizing DeKalb County to ensure a leaner, more efficient government so DeKalb stakeholders continue to receive quality service, while maintaining fiscal accountability in an open and transparent manner. During the past 12 months we have stabilized and moved this county forward by focusing on strategic areas to enhance government efficiency.

ETHICS REFORM

In an effort to restore the public's trust in DeKalb County's Government, I signed an executive order to update and standardize ethics rules and recommend funding to hire a Chief Integrity Officer, Investigator and Administrative Assistant to staff the Ethics Board to root out unethical behavior.

The **executive order** mandated the following:

- All employees under the CEO must go through new ethics training
- New rules on all gifts and meals with standardized limits
- All travel must be related to government business
- Honoraria is strictly prohibited

FISCAL ACCOUNTABILITY

- **Implemented** a new P-card policy for county use
- No increase in the property tax rate
- **Improved** the DeKalb's budgetary reserves to \$65.7 million, the highest since 2008
- **Improved** the DeKalb's bond rating
- **Achieved** the highest short term debt ratings from Moody's and Fitch

SOUND GOVERNANCE

Commissioned an Operations Task Force through an executive order to do the following:

- **Study and explore** how the county will operate and address new cities and annexations
- **Recommend** changes to the County's current governance structure
- **Address** ethics and transparency in county operations
- **Distribution** of HOST proceeds and legacy pension costs between the county and municipalities

YOUTH SERVICES



In 2013, my administration established the Office of Youth Services. This office was created to help prioritized services and programs specific to the well-being of our youth population in DeKalb County. Twenty-four percent of the population in this county is under the age of 18. In 2014, my administration allocated over \$26.7 million dollars to departments whose programming supports our County Youth. It is the priority of this Administration to work with key stakeholders throughout DeKalb County to ensure collaboration of resources, tools, services and programs to create a sustained and strong foundation for our youth. We firmly believe this effort will improve the outlook for our youth.



Primary Focus Areas

For 2014, the OYS will inventory and assess current programs and services and develop a plan for summer.



Arts, Entertainment and Culture



Youth Problem Solving and Violence Prevention



Mentorship and Leadership Development



Youth Homelessness and Poverty



Nutrition, Wellness and Healthy Living



Business, Entrepreneurship and Extended Education

COMMUNITY REPORT 2013-2014

Office of Interim CEO Lee May

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